

### **BOARD POLICY EXPECTATION**

With respect to interactions with district staff, the Superintendent shall not fail to ensure an organized, mission focused and empowering culture exists for all employees in the service of students.

### **CERTIFICATION**

I hereby present my monitoring report on Executive Limitations Policy EL-3 “Staff Relationships” in accordance with the monitoring schedule set forth in board policy. I certify that the information contained in this report is true as of August 20th, 2020.

Dave Holmes, Superintendent

### **SUPERINTENDENT’S INTERPRETATION OF POLICY**

I interpret this expectation regarding staff relationships to mean the board believes the district must interact, support and communicate with the staff of the district in a positive and supportive manner. I continue to use a flat leadership model that creates ownership of initiatives, through collegial work, input, implementation and evaluation or review. In addition, the district will behave in a manner that reflects the culture and environment of the community within which we serve. The district will always carry out its work in both a professional and ethical manner. Operating in this way will increase the likelihood that a positive and supportive learning culture will be developed for students and therefore maximize the opportunity for students to accomplish the expectations set forth in the Board’s Ends Policies.

### **REPORT**

There are nine specific areas described in this policy. The following will address each specific area of EL-3 as best as possible. At the time of this report, I believe that the district is in compliance with the Board’s expectations.

1. ***The superintendent shall not fail in having a long-term plan for the district that has gained the support of all stakeholders and is approved by the Board.*** **IN COMPLIANCE**

Our strategic improvement plan approved last October by the board, was cut short last year by the closing of school and the refocus on developing a distance learning model on the fly. We will resume last year's district and building student learning improvement plans this fall and make a few minor adjustments based on what was accomplished last year. The entire district worked extensively over the summer to create a reopening plan for the district this fall that includes a new distance learning model that is being implemented on September 8th. The development of the plan used the process that has been fine tuned over the last four years in the creation of student learning plans

referenced above. I am very happy with the involvement of the entire district and parent representatives in this process.

2. ***The superintendent shall not fail to provide positive, mission focused professional development opportunities for all staff. IN COMPLIANCE***

We have continued our mission to create meaningful and lasting professional development opportunities for all staff. Peter Rozenkranz continues to be the district gatekeeper for clock hours. Certificated staff are also encouraged to design their own professional development opportunities for which they can request clock hours as well.

This year based on new state law, we were required to provide 14 hours of training to all paraeducators. We were reimbursed for 7 of those hours. Due to the COVID closure we were able to assign our paras to complete the 14 hours for this year and the 14 hours for next year as well. This allowed almost 75% of our entire para staff to complete all of their training and obtain their certification. Thank you to Connie and Shantina for organizing and overseeing all of this training.

Our certificated staff have been heavily involved in improving their skills around online learning for the past 5 months and will continue that process through the fall as we wait to return to in person learning. Thank you to Stephanie Holmes and Joe Manning specifically for their help in researching and delivering training through the summer.

3. ***The superintendent shall not fail to treat staff with respect, dignity and concern for their well-being. IN COMPLIANCE***

As with last year, this is a very broad expectation and simply goes to the root of how I and the district administrative leadership team treats, interacts with and supports various staff across the district. I continue to have a leadership philosophy of empowering people with new skills and responsibilities that in turn creates ownership of one's work. My daily interaction with staff is almost always rooted in "clearing the way" for staff to perform their duties for students in a more impactful, efficient and rewarding way. In addition, we have found a way to encourage, motivate and support growing our leaders from within and continue to have great success in doing so. Greg Hall being the latest to compete that journey and Carrie Lindsey doing her internship this year with Pete in SPED.

4. ***The superintendent shall not fail to handle personnel matters in a fair, appropriate and impartial manner. IN COMPLIANCE***

In this area I would cite the fact that four full years into my contract we've yet to have a grievance filed by either the union or the association. Certainly the word "appropriate" would tend to indicate the board's desire to also protect the district's ongoing interest in the relationship with both of those groups. I feel that I have done that as well during that time frame.

5. ***The superintendent shall not fail to appropriately and effectively delegate decision making to the appropriate level in a manner that empowers distributed decision-making. IN COMPLIANCE***

It has always been my philosophy and past practice to encourage staff to resolve issues and make decisions at the lowest level possible. This also part of the Superintendent/Board relationship guidance for board members to refer concerns from the community back to the lowest level that can solve any issue. By doing so we can increase capacity of all stakeholders within the roles they serve or participate. I appreciate the board's attention to this process and I try very hard to always act in a similar manner. It is also my philosophy to create a “flat” leadership model where staff is encouraged to have the capability to assume responsibility and exercise judgment at their level. This model encourages and empowers staff while building ownership, not just “buy-in” on different district initiatives and decisions. In many areas of the district including maintenance, curriculum and technology, those departments have been given full budget responsibility with my oversight. With good mentoring, all departments were highly successful again this year in meeting all critical needs and remaining within their budgets. The overall participation of staff at every level to create the COVID reopening plan is another example of distributed decision-making.

6. ***The superintendent shall not fail to recognize the good work that staff achieves on behalf of students. IN COMPLIANCE***

I continue to believe in and promote the importance of the simple, individualized personal “thank you,” “atta boy” and “good job!” I believe this recognition of staff can occur in many ways in various locations and in different forms like notes, “one legged” conversations in the hallway and most importantly in front of their class or peer group when the opportunity arises!

7. ***The superintendent shall not fail to recruit the best staff possible to achieve the mission of the district. IN COMPLIANCE***

Our district continues to enjoy a reputation as a great place to work, live and be a part of a great educational community. With that advantage, we know that if we continue past practice of advertising and promoting positions with a wide net, we will succeed in attracting the most qualified individuals for our positions. This was once again the practice this “off season.” We continue to do exit interviews with all employees when they leave to look for ways to make our positions the most attractive. This year, we didn’t have any employee leave us due to “working conditions” or unhappiness with our district. Connie Majors has done a great job with the process.

8. ***The superintendent shall not fail to effectively manage employee union negotiations with minimal impact on district services to students. IN COMPLIANCE***

We have established a level of trust across our district that we are fair and respectful of all our employees for the work they do with our students. As mentioned in expectation #4 above, we worked with both LCEA and SEIU in good faith this last calendar year to address issues that could have a common benefit for both the district, our employees and our students. I know that this work has built trust and is allowing for a better relationship moving forward. We are currently working in good faith with both groups to reach an MOU that addresses working conditions for our teachers and we are simultaneously working with our classified team to manage the painful process of reducing hours caused by the online learning module that we are starting the year with.

9. ***The superintendent shall not fail to implement a process for calendar development that allows stakeholder input. IN COMPLIANCE***

We have and will continue to follow a process over the years to develop an effective and appropriate calendar that supports the mission of the district and works most effectively for the broadest group of stakeholders. We have continued our practice of implementing a two-year calendar process that supports long-term planning. Last month's revision of the calendar by the board and the broad involvement and commenting from our staff exemplifies our dedication to allow for stakeholder input. I am confident our process earlier in the year and then last month continues to meet the requirements of this expectation.